



Gender Pay Gap Report **Ireland**

Report 2024 – Ireland



About Johnson Controls

At Johnson Controls, we transform the environments where people live, work, learn and play. As the global leader in smart, healthy and sustainable buildings, with customers in over 150 countries and with nearly 140 years of innovation, we reimagine the performance of buildings to serve people, places and the planet.

From optimising building performance to improving safety and enhancing comfort, we are the power behind our customers' missions, cementing our ongoing global commitment to safety and sustainability.

As an industry leader, at Johnson Controls we're committed to creating a diverse and inclusive culture that offers all our employees an equal opportunity to progress in their careers, and to achieve their goals inside and outside of the workplace. Equality plays an integral role in all of our organisations. Moreover, it makes good commercial sense.

A diverse and inclusive workforce gives us a competitive advantage, reflecting the varied markets we serve and enabling us to deliver best-in-class service.

At Johnson Controls, we provide the same career and remuneration opportunities for employees regardless of their gender or background. All employees have equal access to the compensation and benefit programmes that are relevant to their roles in the company.

The Gender Pay Gap Report must disclose:

- The difference in the mean and median hourly rate of pay for men and women
- The difference in the mean and median bonus pay received by men and women
- The percentage of men and women who received a bonus and benefit-in-kind
- The percentage of men and women employed with reference to four equal quartiles, arranged from lowest to highest pay

Gender pay gap versus equal pay

The gender pay gap shows the difference between the average hourly pay for men and women employees within the same pay period, regardless of their jobs and/or the value of the jobs they carry out. The gender pay gap is not the same as equal pay. Equal pay measures the pay difference between men and women who carry out the same jobs, similar jobs or work of equal value.

Our gender pay results

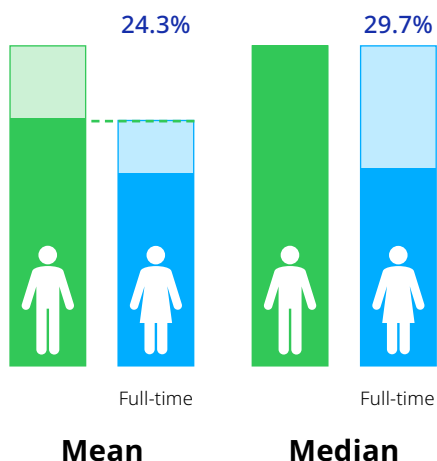
Johnson Controls has two entities in the Republic of Ireland (ROI) with at least 150 employees: Tyco Ireland Ltd and Silent-Aire Ltd. Under the gender pay gap regulations, we are required to provide reports for each of these entities.

Gender pay results

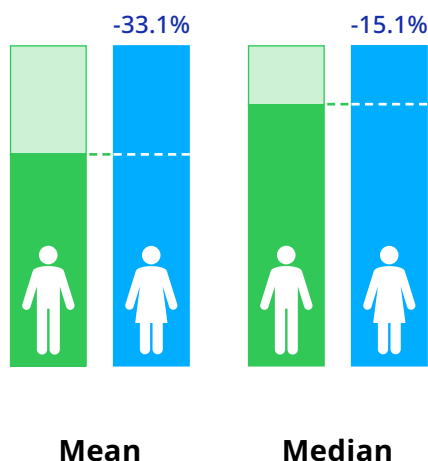
Hourly pay gap

  Hourly pay gap

Tyco Ireland Ltd



Silent-Aire Ltd



- The **mean** measures the average pay or bonus for a woman against the average pay or bonus for a man
- The **median** compares the difference in the 'middle' pay or bonus for men and women when all values are distributed from low to high
- We are required to report women's bonuses as a percentage of men's. Where the women's numbers are higher than men's, they are presented as a negative number in the report

Legal entity	Reportable bonus payment gap		% receiving bonus		% receiving benefit-in-kind	
	Mean	Median	Men	Women	Men	Women
Tyco Ireland Ltd	38.8%	17.7%	52.0%	28.8%	64.9%	59.3%
Silent-Aire Ltd	68.4%	48.1%	5.1%	9.5%	37.3%	61.9%

Gender split across our ROI organisations

The tables below show the percentage of our workforce, by gender, in each of four pay quartiles. These quartiles are calculated by listing all employees by pay and then dividing the list equally by four.

Tyco Ireland Ltd



Silent-Aire Ltd



56.3%	Upper quartile	43.8%	92.2%	Upper quartile	7.8%
80.3%	Upper middle quartile	19.7%	92.1%	Upper middle quartile	7.9%
37.9%	Lower middle quartile	62.1%	95.5%	Lower middle quartile	4.5%
49.2%	Lower quartile	50.8%	97.8%	Lower quartile	2.2%

Our gender pay gap explained

Our industries

Traditionally, the fire, security, buildings management and construction industries overwhelmingly have workforces made up of men. There tends to be a greater proportion of men than women in senior roles also, along with a greater proportion of women in part-time and temporary roles.

Our workforce

There are three key reasons which contribute to our gender pay gap, the principal reason being the make-up of our workforce in Ireland:



94.4% (Silent-Aire Ltd) and 55.6% (Tyco Ireland Ltd) of our workforce are men. This stems from many of our roles attracting more applicants who identify as men.



Many of the technical roles that command higher pay are **men-dominated**.



Due to roles in our industry being more attractive to men applicants, **leadership teams are often predominantly made up of men**, who are therefore some of our highest earners.

Hourly pay gap

The hourly gender pay gap shows the difference between the average hourly pay for men and women employees within the same pay period, regardless of job type or the value of the role they carry out. The proportional difference of men and women employees in support roles has an impact on our hourly pay gap result for the Tyco Ireland Ltd business. This shows in the higher levels of women within the lower quartile pay bands for Tyco Ireland.

There are a few departments with more women full-time employees than men in Tyco Ireland Ltd, for example the Human Resources Department, Communications & Corp Affairs and Legal. The numbers in these departments are not large enough to make a significant impact overall. A different picture is seen in Silent-Aire Ltd, where the pay gap is in favour of women. This results from the larger number of men dominating the manufacturing operations roles, where rates of pay will likely be lower than in support or managerial roles that we see women employees sitting within.

Bonuses

The bonus gender pay gap shows the difference between the average men and women employees' total bonus received in a 12-month period, without any pro-rata calculations, such as part-time employees. In both of our entities, the types of jobs the bonus recipients are employed in, and the bonus types associated with those jobs, contribute to our bonus gap. This is reflected in the higher number of men employees in the bonus-earning roles, while more women are sitting in support and professional roles which are lower graded and not bonus eligible. There continues to be a 2% improvement in the proportion of women receiving a bonus payment when compared to 2023 for Tyco Ireland Ltd. In Silent-Aire for 2023, there was a notable decrease in the number of both females and males receiving bonuses due to business results. However, we anticipate a recovery in bonus payments in December 2024.

Benefit-in-kind

The benefit-in-kind proportion for Silent-Aire men employees has increased by over 14% due to promotion of local benefits and the women employees proportion continues to increase over 11% since 2023. For Tyco Ireland, both genders are opting for benefit in-kind. The decrease is due to the reporting number of genders decreasing in headcount. Men continue to be the higher proportion due to higher graded men receiving family health insurance and an allowance for vehicles.

In conclusion

We are committed to improving the gender pay gap and are aware there is more we can do to progress this further. We know that a gender pay gap is apparent over several calculations in our report, and acknowledge that this is larger than we'd like to see. We are confident that these figures are more of a reflection of our gender mix across functions or businesses rather than a representation of pay disparity. As a company, we remain committed to monitoring pay across these genders to ensure employees are being paid equally for the jobs that they carry out, regardless of gender. We are also committed to the long-term goal of encouraging more women, at every level, to join our industry.

Addressing the gaps

Having a gender pay gap is not unlawful, but we are nonetheless entirely focused on bridging the gender pay gap within our organisations. We view this as a strategic opportunity to attract and develop the best talent available, regardless of gender. It is a global goal for our company to increase the number of leadership, technical and management positions held by women.

Addressing the gaps by supporting diverse talent

Increasing diverse talent continues to be a global objective for Johnson Controls. Our mission in 2024 was to further embed our robust Diversity and Inclusion Strategy in the Republic of Ireland, with gender diversity being a key priority

Our plan around broader diversity and inclusion sits at the heart of this initiative. We progressed with developing the work we have done in this area within Johnson Controls and we recognise that there will always be more work to do. We will continue pushing for improvements in equality in everything that we do, both inside and outside of Johnson Controls.



1 Building an inclusive environment

We believe that education is at the heart of building a true understanding of diversity. We continue to develop and roll out specialised training to educate people managers, including our Senior Leaders, to become competent and confident in embedding a diverse, equitable and inclusive (DEI) culture at Johnson Controls. We are confident this will further hone our culture and create an environment that will attract more women in the future. Silent-Aire was integrated into our Johnson Controls Diversity & Inclusion programmes in 2024 to ensure they are focused on building a more inclusive environment.

2 Global Business Resource Groups (BRGs)

Global Business Resource Groups (BRGs) are an employee-led consortium of individuals with similar interests, experiences or demographic characteristics, who share a common interest in professional development, improving corporate culture and impacting business results. They provide strategic support for business objectives, culture and community relations. For Tyco Ireland Ltd, we have the Women's Growth Network (WGN), a global community that fosters professional development and mentoring, which has operated for many years. This enables cross-functional networking, relationship building, support for women employees, access to leadership outside traditional work roles, corporate awareness and the advancement of women's issues. Its overarching goal is to create an environment that will attract, motivate and help retain women to increase the competitiveness of Johnson Controls globally. Silent-Aire has established a local Women's Global Network (WGN) group to connect with the broader global WGN community, providing a platform to share and address workplace challenges. In 2024, Johnson Controls launched a new Business Resource Group (BRG) for parents and caregivers, aimed at fostering community among working parents and caregivers. This forum specifically supports women in navigating workplace challenges, promoting a supportive environment for all its members.

3 Industry and university partnerships

Our partnership with external organisations, such as University College Cork (UCC) and Munster Technological University (MTU), has provided access to a network with the necessary experience to help us to attract and retain women and to develop their careers. While some of these activities are not purely gender-based, we believe that, for example, our mentoring programme involvement does demonstrate our commitment to women and shows the organisation we strive to be. International Women's Day is always celebrated, with Johnson Controls hosting successful women business leaders who have shared their expertise and talked about their journey to success. We appreciate that this change is a cultural journey and we look forward to continuing to progress in the long term. It has been encouraging to see that these recent successes are already putting gender diversity at the forefront of decision-making within our company.

4 Early career programmes

We currently have successful apprenticeship, intern and graduate programmes in place, where we aim to welcome a good number of diverse applicants. At Silent-Aire Ltd, we run much sought-after apprenticeship programmes, totalling eight apprentices for 2023, with no diverse hires due to the nature of the apprentices and pool of available talent. We hope to encourage more women applicants in the year ahead. Our intern, graduate and apprenticeship programmes for Tyco Ireland Ltd have seen 10 hires with 40% being diverse hires. Again, as we see elsewhere, this is impacted by our roles frequently being more attractive to men and needs further activity with the universities, as we do not see this as a company challenge alone. Across our graduate intake we continue to drive our DE&I goals and are pleased to say 100% of hires for 2024 were female, and they have been converted to full-time employees.

5 Hiring strategies

Our goal is to demonstrate our commitment to diversity, equity and inclusion to potential employees from the moment they look towards a role at Johnson Controls. Our dedicated Talent Acquisition team are heavily focused on diverse hiring methodologies, and our senior management regularly reviews the progress being made in relation to new hires. Where there is a group assessment exercise as part of the hiring process, we believe that the diversity of different cultures, backgrounds and genders will be very apparent. When hiring for medium to senior level managers, we mandate that at least one candidate under consideration is a woman. Our recruiters partner with DE&I Subject Matter Experts on the best sourcing, recruitment strategies and expertise to help remove roadblocks. We believe that this focus area will continue to develop the diversity and inclusivity of our workforce.

6 Removing barriers

We track women candidates from interview through the selection process, which allows us to monitor and remove any challenges that may impede the hiring of women into the company. Our Talent Acquisition team partner with Textio, a diversity and non-bias AI tool, which checks the language used in job adverts to ensure they are welcoming and appealing to all candidates.

Our Early Careers function works closely with Talent Brand to articulate the opportunities available within the business in a diverse and inclusive way, by reviewing language and terminology used within job descriptions to ensure it reads well and attracts a spectrum of diverse talent. We have created testimonials from current and recent apprentices to encourage more women to consider apprenticeship opportunities and the broad development path within the business.

All Johnson Controls female employees receive maternity leave 26 weeks enhanced full pay to be more inclusive and supportive, ensuring female talent can be retained in the organisation.

7 Learning, development and progression

As part of our Diversity Learning and Development Strategy, the office of DE&I holds workshops and programmes to empower participants to take an active role in creating a culture that values diversity. The Women in Leadership program now enters its fourth year with six graduates in FY24 and seven registered for FY25. This programme explores unique issues facing women leaders. The aim of the programme is to enhance the participants' leadership skills to empower them to realise their full professional potential and grow to become future leaders in the organisation.

In 2024, we established the #IamRemarkable programme for all employees to celebrate their achievements in the workplace and beyond while challenging social perceptions around self-promotion with a focus on gender.

We strive to make diversity a key part of our entire learning and development experience at Johnson Controls. The DE&I learning journey is embedded in the development tools and resources that support employee growth, including all our leadership development programs, as well as continuous learning across all levels and genders in the company.



Eamonn Hughes

**Vice President and
General Manager**

Tyco Ireland Ltd

Johnson Controls has always understood the value of diversity, equity and inclusion. In recent years, our leadership is moving diversity, equity and inclusion beyond a foundational value to a business imperative.

Regardless of employees' gender or background, we provide the same career and remuneration opportunities. All employees have equal access to the compensation and benefit programmes that are relevant to their roles in the company. This is a commitment we will never waver on and one that is fundamental to promoting equity in our business.

Gender diversity is vital to driving innovation, productivity and profitability. There is a global battle for talent and the only way to win is to be an employer of choice that attracts the absolute best. Companies should be aware that having women in leadership positions is vital for any organisation's growth and success.

It is important that we are building a gender-inclusive environment in Johnson Controls through appreciating the value that different perspectives can bring and embracing these differences. The strength of an organisation lies in the diversity of the workforce, made up of people from all walks of life, with all points of view – truly representing our customers and the communities in which we work and live. As we work to attract and retain a diverse workforce, equitable pay is a key element for our diversity strategy. As part of this strategy, we continually evaluate the market to benchmark competitive pay guidelines across geographies and industries globally.

We will continue to embrace our gender diversity and celebrate differences. This way, we will drive business impact and win with our talented people.



John Keane

**Vice President and
General Manager**

Silent-Aire Ltd

Our hyperscale data centre and semiconductor customers have a global ambition with a diverse workforce operating across every region. The success of our business is dependent on our understanding of the current and future requirements of our customers. Reflecting our customers' diversity in our workforce is key to us being able to learn and understand our customers' requirements.

As leaders, we must challenge, never allow ourselves to become complacent and remain mindful of both conscious and unconscious bias. How we recruit, develop and manage our employees is central to creating a diverse workforce and an overall winning strategy.

"I confirm that the information and data reported are accurate and in line with the Gender Pay Gap Information Act 2021."

Adam Chestock, HR Director

About Johnson Controls:

At Johnson Controls (NYSE:JCI), we transform the environments where people live, work, learn and play. As the global leader in smart, healthy and sustainable buildings, our mission is to reimagine the performance of buildings to serve people, places and the planet.

Building on a proud history of nearly 140 years of innovation, we deliver the blueprint of the future for industries such as healthcare, schools, data centers, airports, stadiums, manufacturing and beyond through OpenBlue, our comprehensive digital offering.

Today, with a global team of 100,000 experts in more than 150 countries, Johnson Controls offers the world's largest portfolio of building technology and software as well as service solutions from some of the most trusted names in the industry.